



*Program for Senior Executives
in National and International Security*

August 21-September 2, 1988

*John F. Kennedy
School of Government*



HARVARD

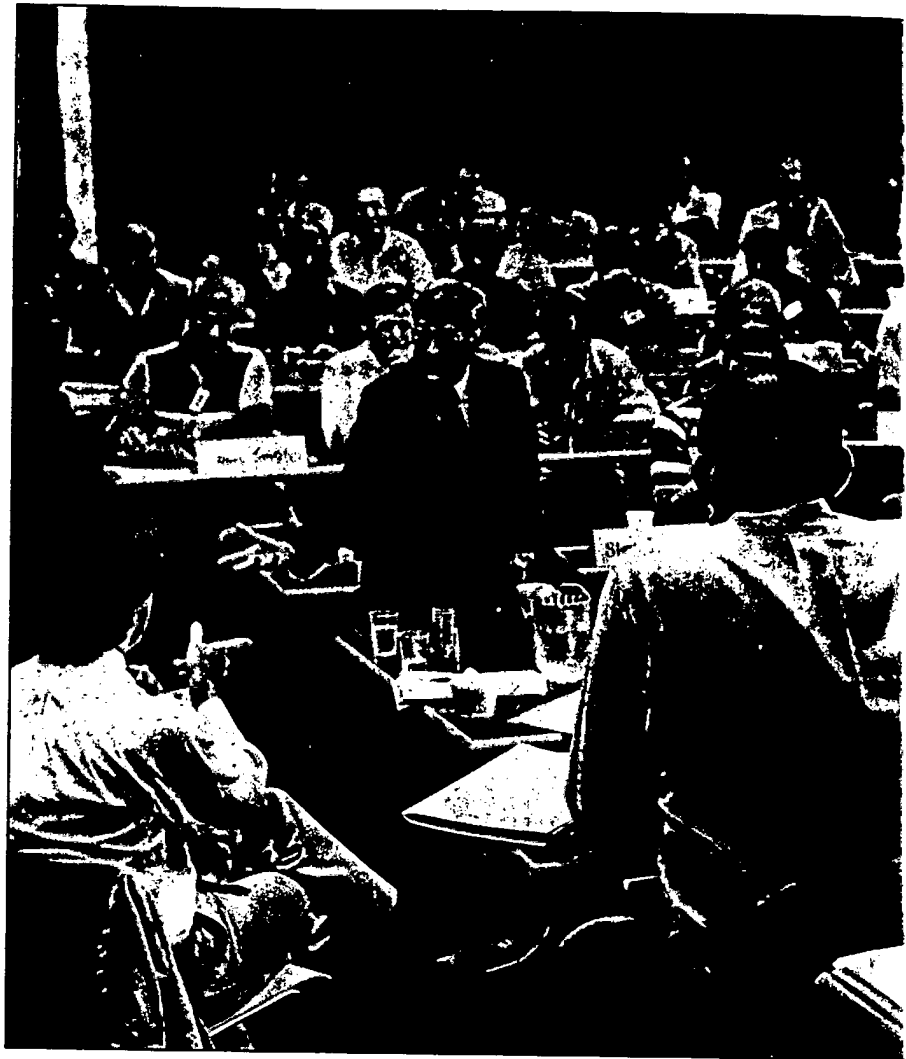


"The Program is a marvelous opportunity and a personal treat. It was challenging and rewarding to think about and to discuss key issues without the phone ringing or running to another meeting."

*Special Assistant
Defense Intelligence Agency*

"Outstanding! The Program gives you an opportunity to get away from your in-basket and stretch your mind. The association with the faculty and with classmates is superb. It directly affects your outlook and effectiveness in a positive way."

*Commander
Air Force Technical Command*



In the upper reaches of government, senior career officials dealing with national and international security issues interact with political appointees, the Congress, the media, and representatives of industry and other private groups. People from one group often fail to understand and appreciate the points of view of those from another. Not only are their individual backgrounds different, but they also work in different systems.

An ambassador or a military commander or an office director in an executive department will inevitably view issues in a differ-

ent light from that of a reporter with an afternoon deadline or a member of the House in the midst of a reelection campaign.

Running a democratic government is a messy operation. Competing interests are many, mandates are unclear, and power is diffused. As a result, it is hard to get the government's business done.

A major objective of Harvard University's Program for Senior Executives in National and International Security is to enhance



the ability of participants to work effectively and constructively with people whose orientations differ from their own.

The Program aims to achieve this objective not only through the formal curriculum and classroom discussions, but also through informal interactions among participants. The Program offers each participant an opportunity to escape the tyranny of the in-basket and to think about issues of national security with a broad spectrum of peers.





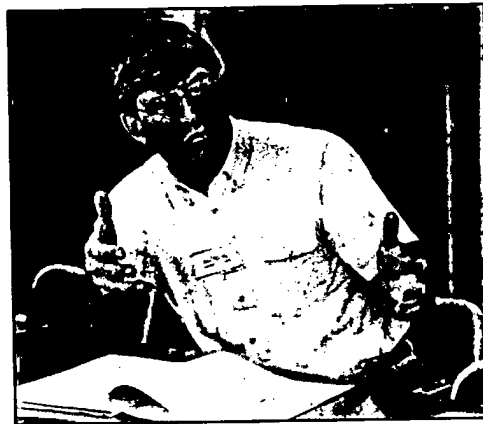
The Program is designed for flag and general rank officers from the armed services and for civilians of comparable status from Defense, State, OMB, and other organizations concerned with foreign affairs and national security, including the intelligence community, committees of Congress, and the private sector.

It is intended to meet the special needs of people who are in (or moving into) posts where their personal decisions or recommendations can critically affect the political, economic, or military interests of the United States.

Typically, participants are executives who make or influence strategic decisions within their organizations or are called upon to implement major policies. They are at a point in their careers where their impact comes not just from what they know but from how they think.

A representative sampling of participants in the 1987 session includes the following:

- Vice Director for Operational Plans and Interoperability, Office of the Joint Chiefs of Staff
- Director, Strategy, Plans, and Policy, U.S. Army Staff
- Deputy Chief of Staff for Plans, Strategic Air Command
- Division General Manager, TRW
- Wing Commander, USAR
- Deputy Chief of Mission, U.S. Embassy, Tunis
- Staff member, Budget Committee, U.S. Senate
- Adjutant General, Alabama National Guard
- Director, Research Lab, U.S. Air Force
- Deputy Program Manager, NavSea
- Assistant Group Director, Central Intelligence Agency
- Washington Bureau Chief, NBC

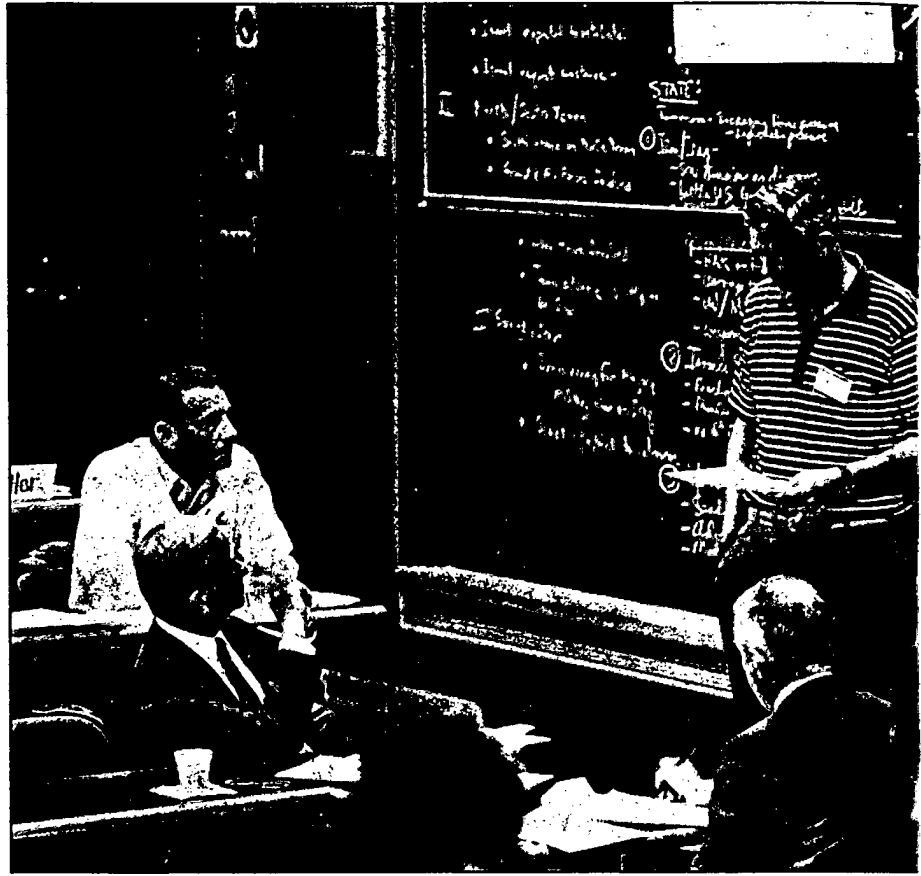




"The Program provides a unique blend of theory and real-world situations. The opportunity to interact with other class members was as valuable as the class discussions."

*Director
Army Research Center*

PARTICIPANTS 5



Using the case method, the Program provides participants with intense, vicarious experiences in a wide range of managerial situations. The case studies, many developed by the School of Government, are used to bring out the richness of national and international security issues. Through classroom discussions, participants are asked to take the roles of key decision makers. This allows each participant to bring his or her own experiences to bear on each case.

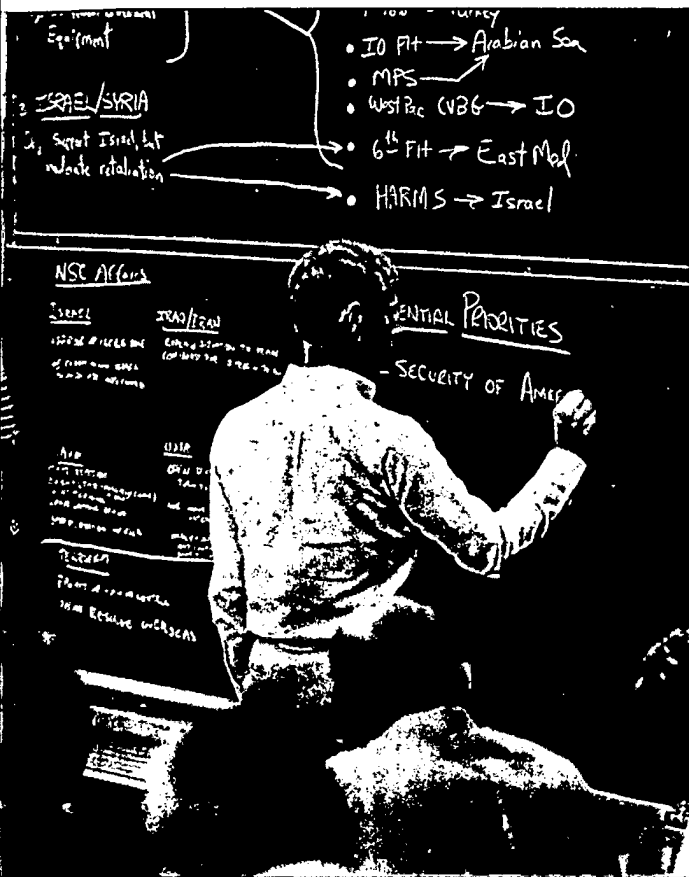
The cases, supplemented by lectures and seminars, offer increased insight into a wide range of important security-related issues, including:

- global economic forces and the determinants of national economic policy;
- regional problems such as Latin America;
- political management;

- uses and misuses of history in formulating current policy;
- executive-legislative, government-press, and civilian-military relations;
- interplay between foreign and domestic policy;
- political assessment of foreign governments; and
- weapons acquisition.

The curriculum is also designed so that participants derive maximum benefit not only from the faculty, but from one another's experience and wisdom.

Participants leave with a better understanding of critical issues of national and international security policy. The Program also imparts a keener appreciation of the reasons for wide differences in perceptions and positions on such issues. Most important, it offers participants an enhanced ability to devise and implement effective solutions.



While the curriculum is entirely Harvard's, it is tailored to meet the specific needs which senior officers and officials have identified as lacking in their own preparation for assuming posts at the highest levels in the national and international security community.

Daily Schedule The Program is very intense, requiring extensive preparation for each of the three classes daily. A typical day has a schedule as follows:

0715-0800	Breakfast
0800-0900	Discussion Groups
0900-1030	Class 1
1045-1215	Class 2
1215-1400	Lunch with speaker
1400-1530	Class 3
1800-1900	Dinner



Robert McFarlane evaluates the final exercise; guest speaker former Secretary of Defense Caspar Weinberger.

Distinguished for their intellectual rigor and for their contributions to public service, the Program's faculty members reflect a broad spectrum of academic interests and practical experience in national security.



"The faculty were well prepared to elicit thought-provoking discussions making the class sessions very useful."

*Staff Director
U.S. Space Command*

Graham T. Allison is Don K. Price Professor of Politics and dean. His teaching and research are concentrated in the areas of political analysis, American foreign policy, arms control, and nuclear war prevention. He is a director of the Council on Foreign Relations and a consultant with the Department of Defense. He is a coauthor, with Albert Carnesale and Joseph Nye, of *Hawks, Doves, and Owls: An Agenda for Avoiding Nuclear War*.

Francis M. Bator, Ford Foundation Professor of International Political Economy, teaches macroeconomic theory and policy. Prior to coming to Harvard, he served as deputy assistant to the President for national security affairs, as the senior economist on the National Security Council staff, and as special consultant to the Secretary of the Treasury.

Robert D. Blackwill is a lecturer in public policy. A career diplomat, he returned to the School in 1987 after serving as the U.S. ambassador to the MBFR talks in Vienna. Previously he had served in diplomatic posts around the world and in Washington, most recently as principal deputy assistant secretary of state for European affairs and director of West European affairs. He is currently writing a book on conventional arms control in Europe.

Albert Carnesale is Lucius N. Littauer Professor of Public Policy and academic dean. His teaching and research focuses on international security emphasizing issues of nuclear weapons and strategies for their use and misuse. He has served as a participant in the Strategic Arms Limitation Talks and headed the U.S. government delegation to the International Nuclear Fuel Cycle Evaluation.

Jorge Dominguez is professor of government at Harvard. He is a former president of the Latin America Studies Association and author of *U.S. Interests and Policies in the Caribbean and Central America and Cuba: Internal and International Affairs*.

Dan H. Fenn, Jr. is special assistant to the chancellor at the University of Massachusetts. He has previously served as staff assistant to President Kennedy, commissioner and vice chairman of the U.S. Tariff Commission, and director of the John F. Kennedy Library.

Jacques S. Gansler is vice president and director of The Analytic Sciences Corporation (TASC). Prior to his current position, he has served as deputy assistant secretary of defense for material acquisition, assistant director of defense research and engineering, and vice president of I.T.T.

Ernest R. May is Charles Warren Professor of History. Formerly dean of Harvard College and director of Harvard's Institute of Politics, he has been a consultant at various times to the Joint Chiefs of Staff and the Office of the Secretary of Defense. He is the author and/or editor of numerous books dealing with the history of the United States, U.S. foreign and defense policy, and *Thinking in Time: The Uses of History for Decision-Makers*.

Arthur R. Miller, professor of law at the Harvard Law School, is a member of the New York State Bar, the U.S. Supreme Court Bar, the Special Advisory Group to the Chief Justice of the U.S. Supreme Court on federal civil litigation, and is reporter to the Advisory Committee on Civil Rules of Procedure for the U.S. federal courts. He has published extensively in the fields of civil procedure, copyright, and privacy and computer technology.

Robert J. Murray is lecturer in public policy and director of the School's National Security Program. Formerly he was dean of the Naval War College, undersecretary of the Navy, and deputy assistant secretary of defense. His areas of interest are national security policy, defense strategy, and resource allocation.

Michael Nacht is dean and professor of public affairs of the University of Maryland's School of Public Affairs. A former associate professor of public policy at the School and associate director of the Center for Science and International Affairs, he has written extensively on national security topics including *The Age of Vulnerability: Threats to the Nuclear Stalemate*.

Joseph S. Nye, Jr. is Ford Foundation Professor of International Security and director of the School's Center in Science and International Affairs. He has previously served as deputy undersecretary of state for security assistance where he received the State Department's highest award for distinguished service. He has written a number of important works on international politics and American foreign policy, including *Nuclear Ethics*.

Larry K. Smith, visiting faculty member for the National Security Program, was formerly chief of staff to Senators Gary Hart and Thomas McIntyre and a professional staff member of the Senate Armed Services Committee. In addition to government service, he has worked for private business providing analysis and counsel on national security and arms control issues.



Guest speakers have included: Reverend J. Bryan Hehir of the U.S. Catholic Bishops Conference; Arkady N. Shevchenko, former Soviet ambassador and undersecretary general of the U.N.; and David "Doc" Cooke, deputy assistant secretary of defense for administration.

The Kennedy School of Government is Harvard University's professional school to serve the public sector in the same manner as the Schools of Business, Law, and Medicine serve their respective professions. The School offers an array of programs, including two-year and mid-career master's degrees, executive education, applied problem-solving research, and public affairs conferences.

Research centers focusing on Science and International Affairs; Energy and Environmental Policy; Health Policy and Management; Business and Government; State, Local and Intergovernmental Studies; and Press, Politics and Public Policy facilitate student and faculty participation in work at the frontiers of major policy issues. The Institute of Politics bridges the School to the world of elective politics and media by bringing to the campus leading political figures and journalists.

The School's National Security Program, directed by Robert J. Murray, conducts executive programs in national security for senior officials, conducts research on major security topics, and conducts a one-year fellowship program. The Program also runs an extensive research effort, including a major project on weapons acquisition.

The School has made a major commitment to the executive programs, believing that a person's educational needs do not end after formal education but continue during their career. Each year Kennedy School faculty teach as many senior officials as graduate students. Participants in the executive programs are members of the academic community and are considered Kennedy School alumni when they leave. Today there are over a thousand graduates from the Kennedy School's national security programs.



General Information

Schedule The Program is a full-time residential program which begins the evening of August 21 and finishes the afternoon of September 2. Class attendance and time for careful preparation make it important for participants to be free of work-related responsibilities.

Admission The acceptability of any particular candidate will depend greatly on that candidate's current professional standing and potential for future contribution. Attendance is limited to General Officer/SES-level executives or their equivalent. Applications from less senior executives cannot be considered.

Since the mutual sharing of experience is critical, it is also essential that class members be diverse in their backgrounds. If several well-qualified applicants have too many professional similarities, the candidacy of one or more may have to be deferred to a future class.



The full support and sponsorship of each applicant's employment organization is required. This confirms the organization's belief in the candidate's management abilities and potential and facilitates total dedication on the part of the individual to the Program's objectives. The fee of \$4,050 includes tuition, room, board, instructional materials, and meals. Checks should be made payable to Harvard University.

The Department of Defense sponsors many participants in the Program centrally. Application procedures are administered by the chief of the Employee Career Development and Training Division of the Secretary of Defense (Pentagon 3B347, 697-7171). Prospective candidates from inside the Department of Defense who do not receive one of the OSD sponsored slots may apply directly. In that case the applicant's organization will be billed directly. Applicants from outside the Department of Defense should apply directly.

The deadline for applications is July 1. The Admissions Committee will begin its review at that time. Qualified persons who apply after that time will be considered only if there are places open in the class. Please note that a photograph is required with the application.

As a matter of policy, Harvard University does not discriminate on the basis of race, religion, sex, national origin, age, or handicap.

Further Information

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